

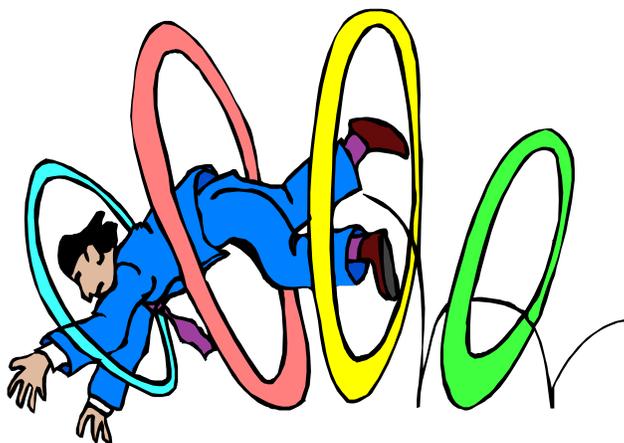
Beyond the Horizons Consulting

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Tools in your Success Kit, Part II

In September's Newsletter, we talked about one of the tools you can have in your "success kit," the Personal Interests, Attitudes, and Values assessment. This particular tool helps an employee understand and reflect upon what really motivates him or her. Knowing our heart values — our passion — helps us make wise decisions about how we spend our energy and our time. If we are motivated by a love of beauty, (the Aesthetic value) for example, then perhaps we ought not to expend a huge amount of effort just attempting to create high income for ourselves. We will probably be unhappy doing that. Instead we ought to involve ourselves with projects and people who also appreciate beauty, and *just maybe* the material success



will follow.

Of course, the Personal Interests, Attitudes and Values assessment is helpful for managers as well. It keys them in to what will motivate a particular employee, so that managers can tailor benefits and perks to

match that particular employee's values.

In this Newsletter we are going to take more of an in-depth look at **Spiral Dynamics** as a tool for individuals and businesses. **The Spiral Dynamics portion of this website** gives you a clue about the various levels of consciousness that coexist today in our world. Again, it is partly a matter of individual values. However, with this tool we also see the effects of group consciousness on the individual. You may want to take a moment at this point to refer to the Spiral Dynamics link on this website.

Levels of Consciousness

You will note that each of the five persons quoted in "An Exchange of Opinions about What's Important in Business" has a strong mindset about what can be done to improve XYZ Company. And perhaps you can identify some of your own employees or co-workers with person A, B, C, D, or E. The very fact that you can do this suggests that each of these mindsets represents a particular pattern that is common in society today. One or more of these patterns may be prevalent today; the others may seem strange to you. Yet in other societies — for example, the Mid-East (including Iraq), China, or emerging democratic Russia — you may have noticed that there is a prevailing mindset quite different from ours.

Drs. Don Beck and Clare Graves use Spiral Dynamics in at least three ways. **First**, it is used to represent levels of consciousness that are present contemporaneously but in different cultures or geographical parts of the world. For instance, the thinking that "I'm going to succeed no matter what — no matter whom I have to step on," is represented by

Third, we will look at the **Social** motivation. A

by the color RED, and that type of thinking is still present among various tribes and cultures in the Mid-East and in Africa.

However, RED does exist as a lesser pattern here in the United States. This is the **second way** RED exists as a core value. It manifests among ruthless businesspeople who will lie, cheat, and steal — perhaps even kill — to defeat a competitor or rival. Most of the time, however, competition in the U.S. is more in the nature of sports rivalry, which seeks not to exterminate the opponent but to win the game. This kind of competition is represented by the consciousness of ORANGE.

Now let's look at a **third way** RED consciousness manifests itself. It comes out in the individual as a "shadow side." Even though our best friend may truly have a sincere love of her co-workers and neighbors, at times she lashes out against the boss in a fashion that truly shocks you. It seems to you that if she had a dagger she would kill him at that moment. This is RED energy — my will be done — and NOW — coming from a place that your friend doesn't want to acknowledge, i.e., the shadow. In the individual, RED values are part and parcel of the whole, complex human being. Spiral Dynamics speaks of a meme stack — a composite of all the core values (or levels of consciousness), showing the extent and degree to which each value is present.

What are the Core Values?

Core values (or levels of consciousness) are color-coded, simply as a shorthand way to refer to them and as a vivid mnemonic device. The first core value is BEIGE, which is the essence of human survival. At BEIGE, consciousness is just emerging. It is the infant who is a pure sensory bundle, or the person whose consciousness is becoming one with the All as he lets go of the physical body. BEIGE is an instinctive, automatic awareness that relies on the functioning of the brainstem to ensure physical survival.

Enter PURPLE — the consciousness of tribes who band together for safety and who revere shamans and mystical spirit beings. Humans in PURPLE consciousness are usually in harmony with nature and use rituals to ensure that they remain in this balance. Words such as *mysterious*, *mystical*, and *superstitious* apply to PURPLE consciousness, which remains captive to the group and its leaders.

Sometime in the ancient past, the RED individual arose to challenge the PURPLE order. REDs are individuals or

groups who put self-interest squarely in the forefront. They are going to better their lives *no matter what*, no matter who suffers because of their use of raw power. In some ways, they are like the angry two-year-olds who WILL get out of the yard and cross the street!

Perhaps in response to RED's destructiveness, a group of BLUEs came into being. With BLUE was established law and order, proper channels to accomplish goals, standard operating procedures, and the like. Guilt became a keystone of this type of consciousness, a means to control impulsivity and a way to keep individuals in their proper places. Instead of things "just being the way they are" in PURPLE consciousness, meaning was given to one's standing in life, whether that be serf, tradesman, soldier, secular ruler, or any of the corresponding categories in the religious sector. Not only that, but sons were expected to follow in their fathers' footsteps.

Late in time, as the Renaissance and Reformation again shifted the balance to focus on the individual rather than the status quo of society, ORANGE came into being. ORANGE is a refinement of RED with some notable differences. The ORANGE individual thrives on competition but does not seek to destroy his competitor, just to win some material or emotional prize. ORANGE consciousness also brings with it a desire to do things better and more efficiently, to find progressive solutions to practical problems. You can see how the emerging industrial (read *capitalist*), scientific era fed on a worldview of solving challenges in a competitive way.

The GREEN meme (core value) is one that the baby boomers grew up on, and in many cases it remains dear to them. GREEN looks like it's a step higher in consciousness than ORANGE because its desire is to explore the inner worlds of human beings and to promote unity and community through sharing. GREEN is a collective consciousness that wants to operate through consensus and to lift up the spiritual value of harmony and the Oneness of all life. We can see GREEN operating in the slogan, "Leave no child behind," and in the way many human service and nonprofit organizations operate.

The YELLOW meme is a fairly new, contemporary way of perceiving reality. YELLOW advocates open

The Value of the Assessment for Business

systems, flexibility, and an easy interchange of roles. It values others, but not at expense to the self. YELLOW sees the complexity of persons and situations and does not seek to simplify it. YELLOW is also more accepting of the ebb and flow in all forms of development and enjoys life in the present moment.

Don Beck often talks about other colors — that is, other forms of consciousness that are just emerging. The names of the emergent realities are TURQUOISE and CORAL. Changes in consciousness occur as the challenges of life demand new approaches. Certainly these highly paced times require new levels of thinking for human beings to successfully negotiate the threats of global destruction through nuclear war, pollution, dwindling natural resources, and so on.

visioning process would be in order. We are available through the Contact Page on this website or by telephone {(505) 466-4990}. We will be happy to meet with you at *your* convenience!

Questions for Reflection

- 1 What level of consciousness does each of the employees in Company XYZ represent?
- 2 Which of the colors are currently strongest in your consciousness? Which memes have gained in strength or lost their pull on you over the last decade?
- 3 Can you imagine ways to communicate with a person or a society which is predominantly RED; predominantly BLUE?
- 4 Do you think it possible to raise a society's predominant meme within the space of one generation? If so, how? If not, how would you work creatively with a particular mindset (color or meme)?

Let Beyond the Horizons Consulting Work with *YOU* to Improve All your Business Communications

Professional business consultants and coaches bring a wealth of information about employee motivation, mindsets, and communication that can not only help make your business run more smoothly — their skills can actually **improve the bottom line!**

Call Jean Eva at Beyond the Horizons Consulting for an appointment to discuss your needs. She will be able to recommend what tools might best help and whether an individual coaching format or a team development or visioning